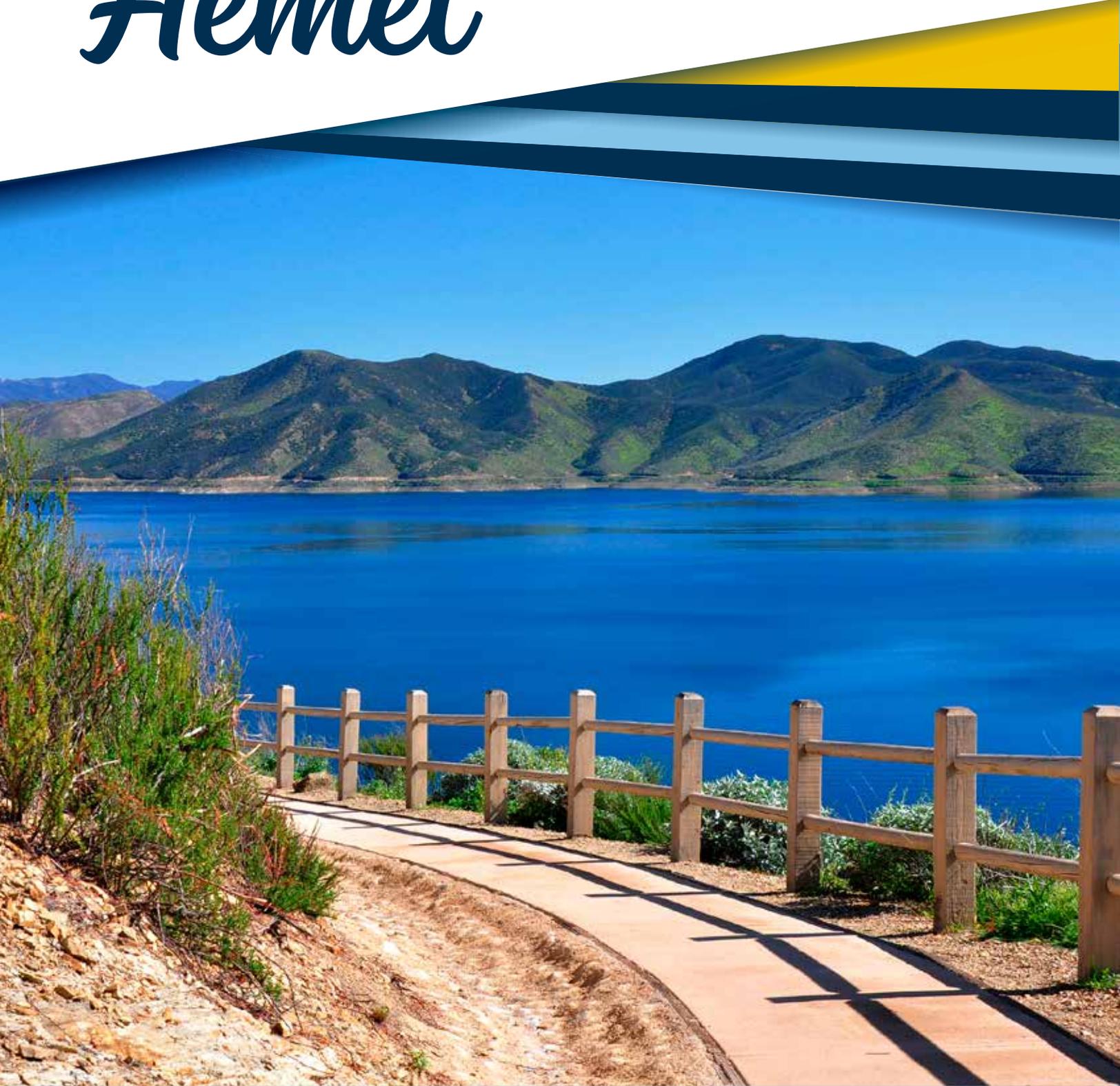


THE CITY OF
Hemet



STRATEGIC PLAN

HEMET IN BRIEF

A CITY OF OPPORTUNITY



GOVERNMENT STRUCTURE

Hemet is a General Law City, with a Council-Manager form of government. The City has a rotating mayor and council members are elected by district. The first district elections were held in November 2016.



POPULATION

90,436
(July 1, 2021); CA
United States Census
Bureau



AREA & LOCATION

29.3 square miles, occupying half of the San Jacinto Valley, Hemet is home to Diamond Valley Lake, and gateway to the Ramona Bowl, which is the home of "Ramona," the longest running outdoor play in the US.



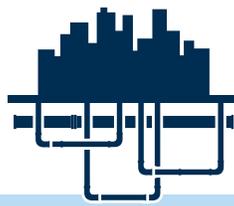
360

MILES OF STREETS



4,249

STREET LIGHTS



132

MILES OF WATER MAINS



9,171

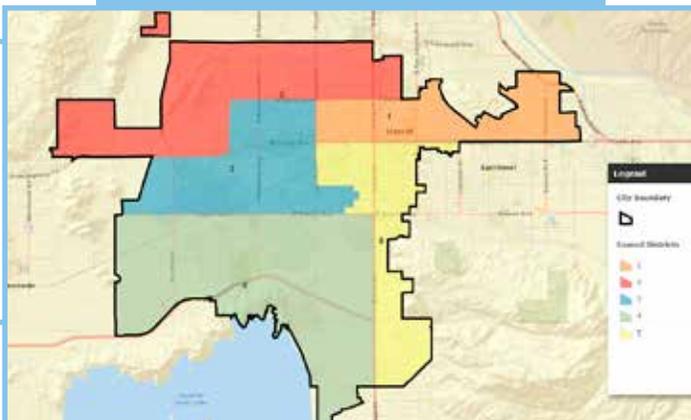
ACTIVE WATER ACCOUNTS



3,195

ACRE FEET OF WATER INTRODUCED INTO THE SYSTEM

5 COUNCIL DISTRICTS



82

SWORN POLICE PERSONNEL



51

SWORN FIRE PERSONNEL



12

CITY PARKS



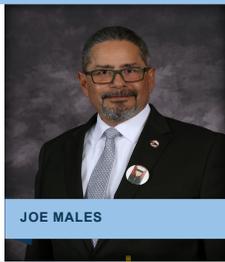
108,884

LIBRARY CARD HOLDERS



EDDIE PUST

CITY MANAGER



JOE MAES



MALCOLM LILIENTHAL



LINDA KRUPA



JACKIE PETERSON



KARLEE MEYER

CITY COUNCIL MEMBERS

IMPETUS FOR STRATEGIC DIRECTION



Over the last two years, the City has taken aggressive steps to remove scrutiny from the State Auditor. The Hemet City Council has developed and provided vision on the overall direction of the City, and has taken significant strides in addressing the following:

- **ONGOING BUDGET DEFICIT**
- **HIGH STAFF TURNOVER**
- **LACK OF CLEAR, SHARED VALUES AND VISION FOR THE FUTURE OF THE COMMUNITY**
- **DELAYED CAPITAL/INFRASTRUCTURE IMPROVEMENTS**
- **COMMUNITY ENGAGEMENT**

PROCESS

In January 2021, the Hemet Mayor and Council called a special meeting where they, with the City Manager, discussed the current status of all items affecting the community. At that meeting and a subsequent meeting held in February 2021, the Council worked together to envision a clear policy direction for the City as it enters a new phase of growth. In May 2021, the Council held a community meeting to gather additional input on the overarching priority goals established by Council in January and February of 2021. In December 2022, the City's operational managers gathered to assess their progress and set new goals for the remainder of 2022/23 fiscal year.



STRATEGIC PLAN

OUR VISION

The City of Hemet shall be a model of excellence in local government; a safe, well-planned community with equal opportunity for all.

MISSION STATEMENT

The City of Hemet will be a destination of opportunity and empowerment for its residents, businesses, and visitors by capitalizing opportunity, striving for growth, and promoting diversity and respect for each member of our community.

VALUES

- We believe in an open, honest, and representative form of democracy.
- We are dedicated to the highest ideals of honor and integrity in order to merit the respect, trust and confidence of the citizens of Hemet.
- We believe our primary responsibility is to those who live, work, visit or otherwise come in contact with our City.

- We are committed to enhancing the quality of life by providing exemplary services.
- We believe that the employees of the City are an important resource, and through them our mission and vision will be accomplished. We will support them with dignity, respect, and fairness.

GOALS

- To improve the quality of life by addressing the root causes of crime.
- To promote economic development that increases citizen access to quality jobs and shopping experiences while increasing the City's tax base.
- To manage the City's growth by protecting and preserving the environment and maximizing the use of public infrastructure.
- To improve the City's image by preserving and enhancing the community's aesthetic beauty and natural assets and by building upon the rich and diverse cultural heritage of the community.
- To support the success of the community by maximizing our resources to provide the greatest possible benefit for the citizens of the City of Hemet.



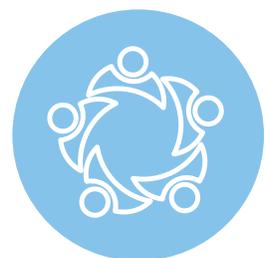
QUALITY OF LIFE

To ensure that Hemet is safe, clean, attractive, and comfortable for all who live, work, and visit



ECONOMIC OPPORTUNITY

To ensure that Hemet is a hub, with access to quality jobs, shopping options, and a varied and sustained tax base



COMMUNITY ENGAGEMENT

To connect and participate in a constant dialogue between members of the community, City staff, and elected officials to promote togetherness and positivity



PARTNERSHIP & COLLABORATION

To pursue partnerships that will increase the opportunities available to the community, including our businesses, unemployed, and youth populations



ORGANIZATIONAL EFFECTIVENESS

To identify the work needed inside the City organization to effectively provide services to the community and ensure financial stability

STRATEGIC PLAN

QUALITY OF LIFE



To ensure that Hemet is safe, clean, attractive, and comfortable for all who live, work, and visit.

OBJECTIVES



Enhance the visual appearance of the community to make it attractive and reduce blight



Create and explore homelessness solutions for the City of Hemet



Increase public safety visibility and response

ACTION ITEMS

- Continue proactive graffiti abatement
- Recruit a Principal Engineer
- Complete the annual CIP and ARPA projects: Library painting & patio shade, Mary Henley Park improvements and solar street light installation
- Draft a Landscape Ordinance to the Municipal Code
- Launch the Senior Home Repair Grant Program
- Increase funding for abatement of board-ups
- Continue funding a Homeless Coordinator
- Increase the Homeless Outreach Team (ROCS) work days to 7 days per week
- Increase Traffic Bureau work days from 5 to 7 days per week
- Coordinate and host targeted traffic enforcement and traffic sweeps
- Coordinate DUI enforcement and Educational Events
- Continue implementing technology and software to reduce crimes and provide information to the public
- Implement the fire prevention program and conduct public education
- Research and Discover an Emergency Medical Dispatch Protocol system
- Introduce a fully staffed ladder truck
- Address public safety infrastructure needs at city facilities
- Host quarterly citywide dump days at the Hemet library
- Provide neighborhood clean-ups to reduce blight

SUCCESS INDICATORS

- Number of days ROCS team is active in the community
- Number of neighborhood cleanups
- Dollar amount spent on abatement efforts
- Implementation of fire prevention program
- Tonnage from each community clean up day
- Crimes reported - CA Incident-Based Reporting
- Number of Proactive DUI Events Held
- Number of traffic collisions involving fatalities
- Square feet of pavement rehabilitated
- Percentage of property and violent crimes cleared
- Approval of Senior Home Repair Grant
- Approval of the Landscape Ordinance
- Number of properties saved from fire incidents

STRATEGIC PLAN

ECONOMIC OPPORTUNITY



To ensure that Hemet is a hub, with access to quality jobs, shopping options, and a varied and sustained tax base.

OBJECTIVES



Develop business practices that welcome new development by streamlining processes



Provide resources to help new businesses to enhance the customer service experience

ACTION ITEMS

- Use virtual inspections to minimize delays to the public
- Continue to evaluate and refine the electronic plan checking system
- Facilitate an electronic plan checking system for Community Development
- Develop housing standards that reduce plan review
- Improve education for businesses and property owners
- Provide \$320,000 in CDBG small business grants
- Improve staff responsiveness to enhance customer service at the front counter, emails, and phone calls
- Continue processing development applications
- Continue processing ministerial permits
- Continue processing and reviewing Building Plan Checks
- Review and process 500-600 Building Plan Checks
- Continue conducting site visits and field inspections
- Acquire an expedited permit processing software, and conduct public workshops to demonstrate use
- Create landscape design guidelines and amend the zoning code to update landscape requirements
- Conduct monthly CPTED evaluations and education
- Reduce blight and homelessness in business districts with education
- Improve education and promotion of anti-trespass with business and property owners

SUCCESS INDICATORS

- Percent of virtual inspections conducted
- Time frame for plan check return to applicant
- Number of commercial and development inspections
- Dollar amount of grant funding allocated
- Number of projects finalized
- Increased sales tax revenue
- Number of days City staff is available to the public

STRATEGIC PLAN

COMMUNITY ENGAGEMENT

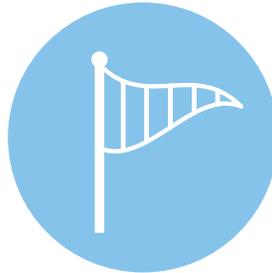


To connect and participate in a constant dialogue between members of the community, City staff, and elected officials to promote togetherness and positivity.

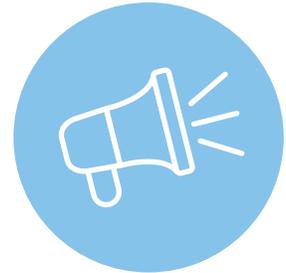
OBJECTIVES



Increase transparency for the public



Increase the community's pride within the City



Deliver messaging to the Community that connects, is consistent and relevant

ACTION ITEMS

- Report Measure U Successes (personnel recruitment, retention and equipment purchases)
- Plan for the Annual Fire Open House & fire prevention events
- Host four annual community engagement events
- Consolidate budget, CIP, and strategic plan tracking in one online portal
- Share monthly updates on SeeClickFix
- Boost public safety engagement with community youth programs
- Begin bi-monthly community meetings with the community
- Develop a community engagement plan
- Host regular community meetings with Police, like Coffee with a Cop
- Implement a business liaison through Police
- Begin to roll out the military banner program again
- Maintain a growing public safety volunteer program
- Implement a Business Crime Prevention Program
- Water Conservation Group to attend three community engagement events
- Improve accessibility to the monthly newsletters
- Continue process for Skatepark
- Provide continued educational and public announcement updates on social media platforms
- Promote adult literacy and learning through library programs
- Provide creative outlets for the youth in a welcoming environment
- Expand access to information and emerging technologies at the library

SUCCESS INDICATORS

- Percent increase of social media followers
- Number of community meetings held each quarter by Police
- Number of community meetings held each quarter by Fire
- Number of community meetings held each quarter by Public Works
- Number of citywide community meetings held by the Council/CM
- Percent increase to newsletter subscribers
- Number of Library visits
- Increase in SeeClickFix requests
- Access to budget, strat plan, and CIP in one location online
- Number of registered Library borrowers
- Completion of community engagement plan
- Total expenditures toward Library personnel and operations
- Employment of surveys to ascertain satisfaction of community members
- Progression in skate park phases

STRATEGIC PLAN

PARTNERING & COLLABORATION



To pursue partnerships that will increase the opportunities available to the community, including our businesses, unemployed, and youth populations.

OBJECTIVES



Develop concepts and programs to increase opportunities for youth recreation



Develop concepts and programs to enhance quality of life services



Develop programs to offer support to the community's businesses

ACTION ITEMS

- Identify operator for Brubaker Park baseball fields
- Increase proactive approaches for mental health services with RUHS Behavioral Health
- Provide legal training and process/form education for the members of the City's boards and commissioners
- Continue the growth of Fire Explorer's Program
- Explore partnership with AMR to improve emergency transportation
- Develop Pipeline Program for Youth through Workforce Development
- Implement a part-time worker program to supplement ROCS program
- Partner with the school district to remain in contact with the District's families
- Expand and promote the Adopt a Street Program
- Continue long held community celebrations, like the annual Christmas Parade and Veterans Day celebrations
- Schedule quarterly citywide clean ups with CR&R
- Continue Business Focus Group to garner feedback & implement recommendations
- Expand the City's relationship with HUSD for pathways programs

SUCCESS INDICATORS

- Number of streets adopted citywide
- Number of citywide clean ups held in concert with CR&R
- Number of City-related highlights published in the Chamber of Commerce's newsletter
- Number of Fire and Police Explorer participants
- Number of banners erected and taken down
- Number of City board members and commissioners trained

STRATEGIC PLAN

ORGANIZATIONAL EFFECTIVENESS



To identify the work needed inside the City organization to effectively provide services to the community and ensure financial stability.

OBJECTIVES



Operate in a financially sustainable manner



Evaluate existing practices to ensure continuity with industry best practices



Provide Council with policies that help provide consistency and lessen liabilities



Increase employee retention by training and creating a positive workplace



Streamline fire prevention coordination efforts

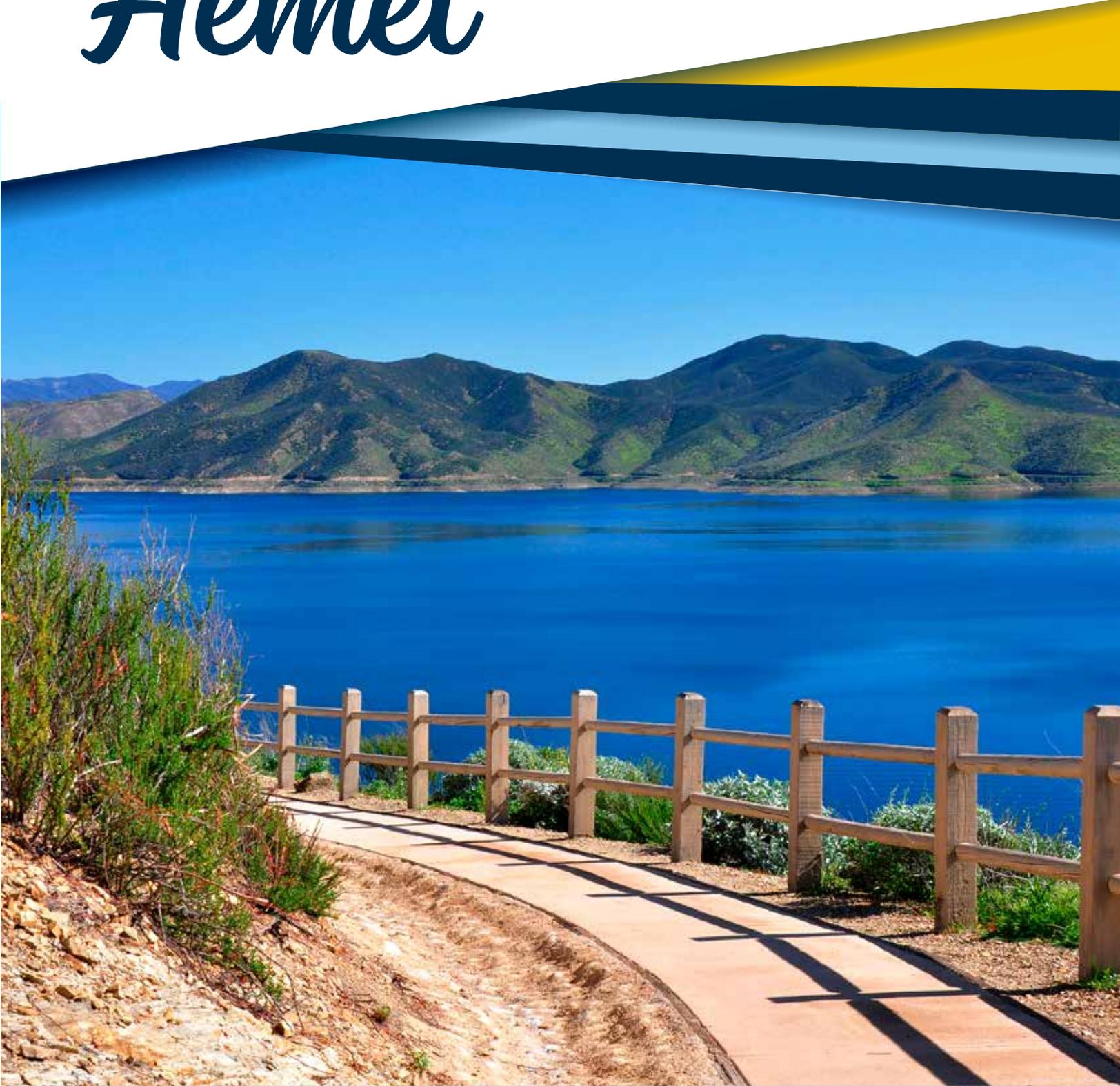
ACTION ITEMS

- Provide a balanced budget that does not utilize one-time revenues to balance budget
- Maintain the City's 20% reserve
- Utilize a grant writer to continue applying for grants in line with priority goals
- Evaluate the Code Enforcement process
- Continue ERP replacement and RFP process
- Develop non-sworn investigative position(s) for low solvability crimes, & follow-ups in the Police Department
- Continue to evaluate the internal service function and future needs
- Implement a Police drone program
- Draft standardized conditions of approval
- Continue to contribute toward the 115 Trust to deal with OPEB/PERS costs
- Finalize Council protocols
- Host employee recognition events three times a year
- Continue citywide training programs
- Implement the citywide fire prevention plan
- Implement a consolidation software for budget and strategic plan
- Implement Laserfische and hold quarterly training
- Develop a procurement policy
- Complete an audit of City assets and maintain annually
- Implement Neogov Onboard with welcome video
- Purchase Neogov Performance and Implement
- Continue implementing maintenance grids for sidewalks, tree trimming
- Establish a department wide file structure in Public Works (Operations)
- Review and Validate User Fee Study to include Bureau of Life & Safety
- Add 15 firefighters
- Creation and implementation of the Fire and Life Safety Agency (Department of Life & Safety)
- Replace the City server and storage system
- Replace Citywide helpdesk
- Implement National incident based reporting system (NIBRS) and Racial and Identity Profiling Act (RIPA)
- Conduct specialized training i.e. de-escalation
- Improve facility infrastructure

SUCCESS INDICATORS

- Number of Workers' Compensation claims
- Response time for Police Department
- Response time for Fire Department
- Average time from call to dispatch for Police services
- Retention rate for all City employees
- Percent of Fire response with a total time of 6 minutes, 20 seconds and under from call entry to arrival on scene
- Reduction of accidents in marked City vehicles
- Number of Information Technology service requests completed

THE CITY OF
Hemet



STRATEGIC PLAN